



LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
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October 16, 2014

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director

SUBJECT: **STATUS REPORT ON THE IMPLEMENTATION OF THE INTEGRATED
BEHAVIORAL HEALTH INFORMATION SYSTEM**

On October 18, 2011, your Board approved the Integrated Behavioral Health Information System (IBHIS or System) Agreement with Netsmart Technologies, Inc. (Netsmart), to provide a product that will enable the Department of Mental Health (DMH) to meet the federal and State mandates for an Electronic Health Record (EHR) and meet County's Strategic Plan goal to achieve a seamless electronic exchange of selected health and human services data across County providers. In order to provide you with a clear picture of the current state of the project, attached is the status report for the month of August 2014.

If you have any questions or need additional information, please call me at (213) 738-4601, or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

MJS:RK:MM:RG

Attachment

c: Mental Health Deputies
Chief Executive Office
Executive Office, Board of Supervisors
County Counsel
Contracts Development and Administration Division, DMH

REVIEWED BY:


Richard Sanchez
Chief Information Officer

11-10-14
Date



**COUNTY OF LOS ANGELES
DEPARTMENT OF MENTAL HEALTH
CHIEF INFORMATION OFFICE BUREAU
PROJECT STATUS REPORT**

A. General Information

Project Title: Integrated Behavioral Health Information System (IBHIS)

Prepared by: Adrina Moreno - IBHIS Project Manager

Date Prepared: September 22, 2014

Reporting Period: **From:** August 1, 2014

To: August 31, 2014

Estimated Completion Date: June 30, 2015

Project is: ☐ On Schedule ☐ Ahead of Schedule ☒ Behind Schedule ☐ Completed

If the project is Behind Schedule, explain why, (e.g., changes to scope, constraints outside project team's control, vendor delays, resource constraints, business processes, and major deliverables not completed). Include the impact of the delay and plans for re-alignment.

- See Section B (Current Activity Status) for detailed explanation.

B. Current Activity Status

Provide a high level summary of current activities. Express factual description of current activities in a bulleted list.

- Regular meetings between DMH and Netsmart continue to focus on resolving outstanding issues related to System and network performance, and claims processing in production. Final System Acceptance was not achieved in June 19, 2014, as planned because the criteria for Final System Acceptance were not met. The new proposed date will be established, pursuant to meeting the requirements of Exhibit A (Statement of Work) and Exhibit D (Service Level Requirements) of the Agreement.
- Seventy-seven (77) Directly Operated (DO) Providers and four (4) Legal Entity (LE) Providers are in Production Use. The volume of Medi-Cal claims for DO Providers continues to be below usual volumes for the same period for these Providers due to the learning curve associated with the new System.
- The schedule for rolling out the Contract Providers (CPs) who have not yet gone into IBHIS Production Use has been moved to not sooner than January 2015.
- Continue implementing IBHIS in DO sites. Five (5) roll-outs are completed. Five (5) roll-outs remain for a total of ten (10) roll-outs. The remaining roll-out schedule is extended through June 2015 in recognition of limited resources required to train and support DO end-users at the same time as the LEs transition to IBHIS.
- Project team and CBO staff are returning to roll-out number 1 through 5 sites as requested to assist with problem identification and error correction, on-the-spot training and coaching, and workflow improvement.
- Netsmart developed 65 of 73 requested reports. Eight (8) remaining reports are currently in development.
- DMH has worked with Netsmart to develop and demonstrate a solution for IBHIS integration with the Americans with Disabilities Act (ADA) compliant software to assist visually impaired employees. One (1) User is being trained for Production Use.
- PD/PM Meetings continue to resolve outliers, to achieve Final System Acceptance, and to resolve contractual, scheduling, project issues and risks.
- DMH and Netsmart have implemented probes to capture, analyze and determine the root cause of the performance issue(s). All parties are continuing to work collaboratively to resolve the performance and system reliability issue(s).
- Monitor and manage software modification change submissions and approvals. There are seventeen (17) software modification Change Notices pending execution for development. Nine (9) of these

requests directly impact County's ability to onboard additional Contract Providers and actual software development could take several weeks or months to complete and validate before Production Use of the software is available.

- Action Item Meetings are held to review progress on project tasks and open issues requiring discussion and decision to keep project tasks moving forward.
- Continue implementation and testing activities with LEs.
- Continue implementation activities for DO end User training, site readiness preparations and roll-out support tasks for sites beginning Production Use on IBHIS.

C. Change Requests

List any Change Control Requests identified during this reporting period.

Change Order #	Description	Effective Date
DMH 1	Delay of final date for Detailed Work Plan to 2/3/12	1/11/12
DMH 3	Election of the Order Connect Application Software	6/29/12
DMH 4	Delay of Deliverable 3.1.2 (Provide Dedicated Network) Change of Netsmart Project Director	11/9/12
DMH 5	Acquires Other Professional Services for an Integration Professional	12/21/12
DMH 7	Acquires Other Professional Services to perform an assessment and develop Specifications for Custom Programming Modifications to: <ul style="list-style-type: none"> • Client Web Service • Unique Submitter ID • Second Co-Practitioner • Control Fees 	2/21/13
DMH 8	Acquires other professional Services to establish the CBO	3/29/13
DMH 9	Custom Development: <ul style="list-style-type: none"> • Budget Tracking Account Setup • Capture, validate and store EBP codes from inbound 837P and 837I EDI claims for reporting 	4/2/13
DMH 10	Acquires other professional Services to provide Custom Programming Modifications for: <ul style="list-style-type: none"> • Client Web Services 	6/28/13

Change Order #	Description	Effective Date
DMH 11	Other Professional Services to develop Specifications for: <ul style="list-style-type: none"> • Filtered Program List for Modeling – CR# 13 • Extended Dictionary Object or Solution – CR# 11 • Filtered Program List for Claiming – CR# 12 	8/15/13
DMH 12	Other Professional Services to develop Specifications for: <ul style="list-style-type: none"> • Automated 835 Processing in Avatar CalPM – CR# 14 <p>NOTE: [Cost of CN No. 12 will be shared between Los Angeles County and San Francisco County]</p>	8/16/13
DMH 13	Other Professional Services to provide Custom Programming Modifications for: <ul style="list-style-type: none"> • 2nd Co-Practitioner – CR# 3 	8/16/13
DMH 14	Election of 40 additional Topaz Digital Signature Pads	8/16/13
DMH 15	Increase dollar amount for Other Professional Services for an: <ul style="list-style-type: none"> • Integration Professional 	8/16/13
DMH 16	Other Professional Services to provide Custom Programming Modifications for: <ul style="list-style-type: none"> • Capture, validate, and store EBP codes from inbound 837P and 837I EDI claims for reporting – CR# 10 	8/16/13
DMH 17	Other Professional Services to provide Custom Programming Modifications for: <ul style="list-style-type: none"> • Control Fees based on Funding Source – CR# 4 	8/16/13
DMH 18	Amend name of Third Party Software vendor for document imaging to: <ul style="list-style-type: none"> • Perceptive Software (formerly known as "Kofax Capture") 	9/27/13
DMH 19	Other Professional Services to provide transitional services: <ul style="list-style-type: none"> • CBO/PSO 	11/20/13

Change Order #	Description	Effective Date
DMH 20	Other Professional Services to provide transitional services: <ul style="list-style-type: none"> • Transfer the Emergency Indicator from an MS) 837 to the Service Line Emergency Indicator field in CalPM 	11/20/13
DMH 21	Other Professional Services to provide custom software modifications for: <ul style="list-style-type: none"> • DMH Practitioner Program Filtering • Extended Dictionary Object or Solution • Filtered Program List for Claiming 	11/20/13
DMH 22	Other Professional Services to provide additional transitional services for: <ul style="list-style-type: none"> • CBO/PSO 	12/27/13
DMH 23	Other Professional Services to develop Specifications for: <ul style="list-style-type: none"> • Active and Inactive Date for Adjustment Reason Code – CR# 5 • Correct Service Location Address for Billing – CR# 9 • UMDAP Fee Schedule in Compliance with State Rules – CR# 20 <p>NOTE: [No Cost Change Notice]</p>	2/5/14
DMH 24	Other Professional Services to provide Temporary Staffing to Support IBHIS Roll-Outs	3/3/14
DMH 25	Other Professional Services to provide additional functionality in ProviderConnect	4/17/14
DMH 26	Other Professional Services to provide Custom Programming Modifications for: <ul style="list-style-type: none"> • Balance Forward Processing and Advance Payment Reconciliation Utilizing PLB – CR 21 • Validate MHS Procedure Codes in Conjunction with Day Treatment Service Codes – CR 26 • Synchronize Update Practitioner and Performing Provider Data – CR 27 • User Access Form – CR 28 • MSO to CalPM Mapping: Revenue Code, DTX and Residential – CR 29 • Automatically Process Void and Replacement Claims from MSO – CR 30 	5/12/14

Change Order #	Description	Effective Date
DMH 27	Other Professional Services to provide Custom Programming Modifications for CN No. 26	7/10/14
DMH 28	Provide Temporary Claims Certification Staffing to Support IBHIS Roll-Outs	7/10/14
DMH 29	Correct Oversight and include CareConnect as part of the Connect Suite	8/25/14

D. Significant Accomplishments for Current Period

Provide a summary of the significant accomplishments and project deliverables during the reporting period. The list should include, primarily, major activities, milestones and key deliverables in a bulleted list.

- To date, 53 claim files have been created. For DO claims a total of \$15.6 million has been billed, \$3 million has been approved, \$754,000 has been denied, and \$8.3 million is pending State adjudication. For LEs a total of \$10.3 million has been billed, \$1.7 million approved, \$1.4 million denied, and \$7 million is pending adjudication from the State. The State has been exceptionally slow in responding to approved claims going back to June 2014 and prior to that there was a very long delay that extended back to April 2014, as mentioned in the June and July report.
- Project team and CBO staff are returning to roll-out Nos. 1 through 5 sites as requested to assist with resolving problems and error corrections and to provide on-the-spot training and coaching, along with workflow improvement.
- DMH has worked with Netsmart to develop a solution for IBHIS integration with the Americans with Disabilities Act (ADA) compliant software to assist visually impaired employees. Coordinating a single User training for Production Use.

E. Planned Activities for Next Period

Provide a summary of the planned major activities, milestones and project deliverables to be accomplished during the next reporting period. Express your descriptions in a bulleted list

- Review and resolve Pilot 1 Test and Pilot 2 Test outcomes with Netsmart. Resolve outstanding System operational issues required as a precursor to Final System Acceptance.
- Continue working with County CIO office to prepare a Statement of Work to conduct an independent external assessment of the IBHIS software performance issues.
- Prepare for the next DO roll-out.
- Complete training on the IBHIS ADA software integration delivered by Netsmart and prepare for Production Use.
- Conduct PD/PM Meetings to resolve outliers, to achieve final system acceptance, and to resolve contractual, scheduling and project issues, and risks.
- Conduct Action Item Meetings to review ongoing progress on project tasks and any other open issue which requires discussion and decision to keep project tasks moving forward.
- Review submitted change requests in accordance with IBHIS Change Control Plan.
- Monitor and manage software modification change submissions and approvals.
- Continue implementation activities and meetings for testing with LEs.
- Continue implementation and support activities and meetings for DO end-user training, site readiness preparations and roll-out support tasks.
- Super Users train DMH end-users for each roll-out one month in advance of their use of IBHIS.

F. Critical Issues

List any Critical or High Priority Issues impacting the project. Issues are events that currently cause a problem moving forward and have an impact to the project schedule, resources or quality of the end deliverable.

- **Claiming and Cash Flow Delay** – Despite the fact that DMH has been sending claim files to the State, DMH has just started receiving the 835 remittance advice transactions for approved claims going back to June 2014. As of August 30, 2014, the State supplied DMH with a warrant for \$152.7 million in FFP Medi-Cal.
- **System Performance Issues** – DMH and Netsmart have implemented probes to capture, analyze and determine the root cause of the performance issues. All parties continue working collaboratively to resolve the performance and system reliability issue(s). DMH, ISD, and Netsmart are all actively engaged in trying to understand the source of the problems so they can be resolved. In a complex system like the IBHIS, there may be more than one cause for performance problems, and more than one solution may be required. System performance will remain an area of focus until contractual obligations are met.
- **Labor Intensive and Error Prone Claims Processing** – Experience with claims processing is that it is labor intensive and somewhat error prone. DMH is working with Netsmart to make System modifications that will streamline claims processing and establish edits to eliminate some of the more common data errors. DMH is choosing to not increase the volume of claims in the System until the efficiency of the claiming process and System performance are improved.
- **Delay in the Development of CBO** – The Board approved the development and requested positions for CBO and PSO on March 11, 2014 to support the roll-out of IBHIS and new business requirements mandated under the Affordable Care Act (ACA). Hiring has begun. Thirty (30) of the fifty-one (51) CBO and PSO positions are currently filled and three (3) CBO candidates and one (1) PSO candidate are being processed for hire. In the interim, Netsmart consultant services have been retained to bridge this staffing gap and to provide ongoing transitional support to the CBO through calendar year 2014. Currently, this staff augmentation has reached 34% of the existing Pool Dollars allocated to the IBHIS Project.
- **Provisioning and Testing Resources** – CP provisioning and testing resources remain a significant constraint on certifying CPs for claiming in IBHIS and going into production with their electronic claims. DMH continues to reassign resources where possible to this priority work, but as the pace of CP adoption of IBHIS accelerates, DMH knows that the approach will be inadequate to meet demand. DMH is working with Netsmart to bring in additional resources from Netsmart to assist in meeting this relatively short-term resource demand. The schedule for rolling out the CPs who have not yet gone into IBHIS Production Use has been moved to not sooner than January 2015. This was necessitated by the need to resolve IBHIS technical and functional issues and DMH resource constraints.
- **Time Constraint in Completing Overlapping IBHIS Implementation Tasks with Existing Resources** – The remaining roll-out schedule for roll-outs number 7-10 is extended through May 2015 for DO sites both in recognition of the limited resources required to train and support both DOs and LEs and to allow the support team extended time to support existing roll-out sites, reinforce review work flow and training and oversee error correction processes to improve claims processing results.
- **User Acceptance of Workflow and Processes Required to Operate and Maintain DMH's EHR** – Existing project resources must be pulled from ongoing site preparation and roll-out activities in order to go back to sites that are already in Production Use on IBHIS in order to provide much needed one-on-one attention. The go-live date for roll-outs number 6-10 have been adjusted accordingly. Roll-out number 6 will begin in October concluding with roll-out number 10, which is currently scheduled to begin in May 2015.

G. Risk Update

Include any critical or high risk updates. Risks are events that might cause problems, at a future date, with the project schedule, resources or quality of the end deliverable.

Explanation of Categories:

- Probability (High): Most certainly or very likely to occur.
- Impact (High): Significant impact to project scope, cost or schedule which is likely to threaten and undermine project completion.
- Timeframe (Short): A three (3) month or less estimation as to how long the risk will be relevant.
- Response (Mitigate, Watch, and Accept): Resolve through mitigation, watch to monitor development, or accept and develop a contingency plan.

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
48	<p>Title – Contract Providers' Readiness to Transition to EDI in IBHIS</p> <p>Description – Contract Providers have been slow to engage in testing their electronic interfaces to IBHIS in preparation for their transition to EDI using IBHIS</p> <p>Status – DMH continues to meet with Contract Providers on a monthly basis to answer questions, resolve issues and encourage them to follow the implementation schedule.</p>	☒	☒	☒	Accept Risk
49	<p>Title – Change Requests Development Timeline may conflict with LE Go-Live Dates</p> <p>Description – There are approximately seventeen (17) System software modifications requiring development to address either DMH's volume of claims processing or limitations in System functionality which must be in Production Use prior to bringing on additional Contract Providers onto IBHIS. These Change Requests are at various stages of processing and will require specifications development, software development, software testing and regression testing before Production Use can begin. Completing these processes may impact the Contract Provider EDI Transition timeline.</p> <p>Status - DMH continues to meet and work with Netsmart to move its change requests through the development life cycle as efficiently as possible and continues to monitor Contract Provider progression in EDI transition. There are seventeen (17) software modification Change Notices pending execution for development. Nine (9) of these requests directly impact County's ability to onboard additional Contract Providers and actual software development could take several weeks or months to complete and validate before Production Use of the software is available.</p>	☒	☒	☒	Accept Risk